



Naval Facilities Engineering Command

Chief's Guidance to Leaders 2003



CHIEF'S GUIDANCE TO LEADERS

Foreword

Team NAVFAC made huge strides in advancing ashore readiness for the Navy and Marine Corps Combat Team in 2002. We faced numerous challenges, met them head on, and accomplished great things in each aspect of our business. In particular, I am proud of you, the leaders of this fine organization, for remaining focused on not only the strategic issues but also on the fundamentals of our business and having a banner year in program execution.

The Navy and Marine Corps will demand even more of their facilities engineering professionals in 2003. I know each of you enthusiastically embrace this next challenge. As always we must remain equally successful in the "compulsories." Efficient program execution, continuing to develop our people, meeting schedule, reducing life cycle costs and constantly improving productivity are fundamental. But in addition to solid blocking and tackling, I want to sharpen our focus on several transformational objectives. These objectives support CNO's Guidance for 2003 and underscore and define our commitment to providing top quality, cost effective, and timely support to our Navy and Marine Corps Combat Team. A few issues are unique to a business or support line, but most are crosscutting, and all require communication / cooperation at every level in order for us to be successful. I've aligned this Guidance with the four Focus Areas in the 2003-2009 NAVFAC Strategic Plan, but the objectives also support our "Top Five" (Alignment, Interdependence, Alliances, Quality of Service, and Community Management) that we established when I first came aboard as your Chief. Obviously, this short list does not cover everything that will require attention. We must sustain our strategic alliances with industry and professional associations, build on our relationships with other Defense agencies, forge additional partnerships for the pursuit of privatization initiatives, continue to generate energy savings through aggressive conservation measures and third party financing, and pursue "cradle to grave" full commissioning of Naval facilities. We must advance these initiatives while highlighting this "Guidance for Leaders" as top priorities.

Take this opportunity to review the CNO Guidance for 2003 and the NAVFAC Strategic Plan with your leadership team. I ask that you also review Naval Power 21, Sea Power 21, and Marine Corps Strategy 21. Then make sure all hands understand these interconnected priorities. Commanders and Commanding Officers will include progress against this specific Guidance in their monthly reports and any other venue as appropriate. I will conduct continuous assessments at Headquarters through the Executive Steering Group.

I am confident we will make even greater strides in the months ahead for our great Nation and the Department of the Navy. We must continue to work together with One Facilities Engineer Voice. Remember, we are one NAVFAC – providing world-class facilities engineering to our Navy Marine Corps Combat Team, and supporting each other.



Michael R. Johnson
Rear Admiral, CEC, U.S. Navy

PEOPLE

Workforce Shaping

1. NAVFAC established 15 communities of practice and built career development strategies and specific plans for every civilian series. We must now follow through and actively shape and strengthen our total workforce – EFDs / As, PWCs, Specialty Centers, and Headquarters. This means using community specific human resource policies and practices such as VSIP / VERA, intern hiring, apprentice programs, mid-career hiring, professional development, and workforce training. By September 03 we will: align our series per the goals in the Workforce Shaping Plans; hire 119 interns identified by community; increase DAWIA participation to 33% of the end state FY05 goals and increase professional registrations / certifications to 33% of the end state FY05 goals.

- **Complete each Community's Workforce Shaping POA&M - September 04**

- **Headquarters Lead - EPG/CM**

https://navfacilitator.navfac.navy.mil/cm/workforce_shaping_plans.htm

2. The Chief of Civil Engineers, assisted by NAVFAC, represents the total CEC community and Seabee force, and ensures that active and reserve CEC / Seabee manning, manpower, retention and re-enlistment metrics meet the Navy goals and that the CEC / Seabees are properly and adequately compensated. NAVFAC has partnered with the Center for Naval Analyses to study the manning, retention, re-enlistment trends for the Seabees relative to their fleet counterparts. The next action is to formulate and present options that result in Seabees receiving deployment compensation commensurate with other DoD military personnel.

- **Complete Compensation Proposals – March 03**

- **Full Implementation of Selected Option – PR 05 / POM 06**

- **Headquarters Lead - SR**

https://ncf.navy.mil/seabee/ACCE/Seabee_Comp/default.htm

Communications

3. Sponsorship guidance and formal indoctrination sessions for NAVFAC accessions (active duty, reserves, civilian, and contractor) must be consistent in delivery and content. In some cases new accessions were not being properly sponsored, nor were they receiving any formal indoctrination into Team NAVFAC. A NAVFAC team is completing a comprehensive guidebook for the sponsorship program as well as an indoctrination presentation that contains an overview of the Department of Defense, the Joint Chief's of Staff, the Department of the Navy, NAVFAC, the Civil Engineer Corps, and the Seabees. The final version will be web-based, and also available in VHS / CD format for viewing by larger groups.

- **Complete Sponsorship Guidance and Indoctrination Presentation –March 03**

- **Headquarters Lead - ERG**

4. Our partial roll out (full roll out slated for spring / summer this year) of the NAVFAC Facilities Team Survey (FacTS) indicated that we have been inconsistent in sharing information and in managing effective external information flow with our clients and stakeholders. It is well

established that effective communications benefit the workforce, and ultimately the organization, through improvements in productivity, quality of products and services, and morale. We will soon publish a top level NAVFAC Communications Plan. Each NAVFAC Component must vigorously implement this plan.

- **Publish a NAVFAC Communications Plan – April 03**
- **Headquarters Lead - PAO**

INNOVATION

Processes

5. NAVFAC's Business Management System (BMS) is a critical component to achieving our strategic vision of "One Facilities Engineer Voice." BMS will enable us to standardize best of breed business practices, benchmark processes, and institute Command wide process improvement when necessary. Standard business practices will significantly improve quality of service and reduce costs. We must document each Business and Support Line process on BMS and faithfully utilize this system throughout the Command.

- **Full implementation of BMS – December 03**
- **Headquarters Lead - OPS**

<http://www3.efanw.navy.mil/qualtrax/quality/asp/>

6. NAVFAC has incorporated the concepts and principles of Sustainable Development into its projects since June 1998. We must expand this effort and integrate a balanced business management approach to train our workforce to properly design, commission and then maintain the high performance facilities we provide. We are mapping sustainability processes and making them available for all NAVFAC use through the E-Net. By September 2003, we must complete process mapping for all business lines. By December 03 we will have a fully capable web-based tool accessible to all field components.

- **Full implementation of web-based sustainability processes/tools – December 03**
- **Headquarters Lead – CHE**

<http://navfacilitator.navy.mil/cheng/enet/tdls/sustdev/sustdev1.htm>

Asset Management

7. BRAC 2005 is a huge opportunity for NAVFAC to help the DoN align infrastructure with mission requirements. We must be poised to support the Department of the Navy's Infrastructure Evaluation Group (IEG), which will develop BRAC recommendations. We must also assist the Infrastructure Analysis Team (IAT) with preparation of analytical methodologies and joint/cross-servicing opportunities, collection and analysis of data, and presentation of analytical results to the IEG. As we prepare for BRAC 2005, it is critical that we meet our commitment to clean up and dispose of 62 prior BRAC parcels and 10 installations in FY03, plus another 83 parcels and 8 installations by October 2005.

- **Formalize NAVFAC's relationship with the BRAC IEG and IAT - August 03**
- **Achieve prior BRAC round execution goals - Continuing**
- **Headquarters Lead – BDD/RE**

Privatization

8. NAVFAC will fully support the DON goal of making utilities privatization the principal means of improving the Navy's utilities infrastructure. Delivery of utilities privatization technical and acquisition services to NAVFAC clients by EFDs, and PWCs needs to be consistent in process, cost efficient and timely. To do this we must meet every milestone of the business plan.

- **Issue 98% of RFPs - September 03**
- **Full implementation of Utilities Privatization – September 05**
- **Headquarters Lead – PW**

9. NAVFAC must be in the lead of Navy-wide efforts to provide Sailors, Marines, their families, and civilian shipmates quality housing, workspaces and equipment. A key component of this effort is privatization. We must meet annual milestones on the road to the ultimate Defense Planning Goal of eliminating inadequate housing by 2007. In addition, we must also widen our experience and seek opportunities beyond family housing to leverage Class I and II assets through enhanced use leases and private partnerships. By April 03 we will develop a feasible concept for Navy Bachelor Housing pilot projects.

- **Develop concept for Bachelor Housing pilot projects – April 03**
- **Achieve PPV Housing Execution goals - Continuing**
- **Headquarters Lead - SVA**

Technology Transfer

10. We must fully leverage GIS mapping for Critical Infrastructure and Force Protection, Consequence Management, Range Sustainment; Environmental Protection, and overall installation management functions. We now have a GIS data “map” repository, a Headquarters GeoReadiness Team, and a Core Mapping Team comprised of GIS practitioners from the Field. By March 03 OPNAV, HQMC and NAVFAC will jointly charter a GeoReadiness IPT to integrate DON geospatial systems and initiatives. By December 03, in collaboration with the Navy and Marine Corps, we will create a “One Global DON Map” capability, accessible to all leaders and decision makers.

- **Establish GeoReadiness IPT – March 03**
- **Establish One Global DON Map – December 03**
- **Headquarters Lead – BDD**

<http://navfacilitator.navfac.navy.mil/cheng/enet/tdls/caddgis/signedVision.pdf>

11. The use of integrated, enterprise level information systems is critical to achieving business practice standardization and is our best hope to make a leap forward in process improvement. WebCM will be NAVFAC's standard construction management platform and will greatly enhance collaboration and speed communications during construction. Interoperable, Enterprise Facility Management (ieFACMAN) will give our clients, component commands, and business lines a common information picture in “real time” on all projects and contract actions. To be fully successful, we must integrate core NAVFAC data into ieFACMAN and complete eProjects, eContracts, and eCustomer. In addition, we will develop an automated performance

measurement tool (eMetrics) within ieFACMAN to allow project managers and clients to track schedule and cost variations.

- **Complete initial deployment of WebCM - July 03; ieFACMAN – September 03**

- **Headquarters Lead - CIO**

<http://navfacilitator.navfac.navy.mil/cio/iefacman/>

12. The implementation of the Navy Marine Corps Intranet (NMCI) is the Navy's top information technology initiative for 2003. NAVFAC must proactively and aggressively complete the transition of its desktop and networks infrastructure to NMCI and seamlessly migrate rationalized NAVFAC applications to the NMCI environment.

- **Complete transition to NMCI - September 03**

- **Headquarters Lead – CIO**

<http://navfacilitator.navfac.navy.mil/cio/nmci/default.htm>

CLIENTS

Client Liaison/Alignment

13. The CNO's decision to move to a single Installation Management Claimant is the most significant change to Navy ashore in many years. The Commander, Navy Installations Command (CNIC) will assume responsibility for the resourcing, administration, and support of all U.S. Navy shore facilities and be the single claimant for all base operating support resources. We must embrace this change as an opportunity to streamline, align, and improve the service NAVFAC Headquarters provides to the new Echelon II Commander.

- **Formalize NAVFAC's relationship and responsibilities with CNI - March 03.**

- **Headquarters Lead – OPS**

14. The Navy will move to increase regional areas of responsibility to improve efficiency and reduce the span of control of CNIC. We must structure NAVFAC processes and organizations to be more agile and responsive to the new regions and take the opportunity to further improve service to the Marine Corps, non-DoN Clients, Defense and other Federal agencies. We will develop a broad plan to align the roles and missions of Regional Engineer staffs, PWCs, EFD/As, OICCs, and Specialty Centers, to streamline, gain efficiency, and improve support to the shore establishment.

- **Complete the Field Structure POA&M – March 03**

- **Headquarters Lead - OPS**

OPERATIONS

One Facilities Engineer Team

15. The Commander Fleet Forces Command and CNO have designated NAVFAC as the lead systems command for Critical Infrastructure Protection, Consequences Management, Force Protection, and Chemical, Biological, Radiological, Nuclear and High yield Explosives programs ashore. Beginning in FY04, NAVFAC will be responsible for program management and acquisition of Physical Security Equipment and Installation Protection equipment. These programs total more than \$100M/ year across the FYDP. We will develop plans, identify

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resources and set operational milestones to establish Anti-Terrorism/Force Protection as either a NAVFAC Product & Service under an existing Business Line or a new Business Line.

- **Complete POA&Ms for AT/FP Product / Business Line – April 03**
- **Headquarters Lead – OPS / ATRP**

Integrated Product Teams (IPTs)

16. Facility Support Contracts (FSC) account for over \$1B of work annually. These contracts are the yardstick by which most Clients judge NAVFAC's performance. We must deliver on our commitment to the Navy and Marine Corps to improve delivery of FSC. By the end of February we will publish the revised FSC Product Line Plan. By April we will roll out the FSC/BOS Template (with first four guide performance work statement sub-functions) that provides a standardized format, user's guide, performance assessment plan, and incentive guidance to all Components. By June we will roll out the e-FSC electronic ordering tool that allows clients to order pre-priced IDIQ line items using Government Purchase Cards for payment.

- **Award contracts using the new FSC format - September 03**
- **Headquarters Lead – PW**

Naval Construction Force (NCF)

17. The NCF is migrating to the Navy's Maintenance Material Management System (3M) to improve efficiency, align NCF logistics with standard Navy systems, and improve the readiness of its operating forces. 3M will standardize maintenance reporting and procedures to be consistent with other operating units and will greatly improve logistics support. This is a joint effort involving CBC Port Hueneme, FIRST Naval Construction Division (1NCD), and the Naval Beach Groups. Implementation is in progress at Amphibious Construction Battalions (ACB) ONE and TWO. By March we will implement 3M at Underwater Construction Team TWO; by July at Seabee Readiness Groups Atlantic (20) and Pacific (31); and by September at Camp Covington Guam.

- **Full 3M implementation – September 05**
- **Headquarters Lead – SR**

18. For many years, the NCF has been incapable of fully outfitting its basic Table of Allowance (TOA) requirements or modernizing Seabee equipment. A significant increase in funding now permits us to dramatically improve the materiel readiness of 1NCD units. We must complete the initial outfitting of the non-CESE portions of four active and two reserve Naval Mobile Construction Battalion (NMCB), two UCT, and two reserve Naval Construction Regiment TOA's by October 04. This will significantly enhance Seabee readiness.

- **Complete Outfitting of six NMCB, two UCT, and two NCR TOAs by October 04**
- **Headquarters Lead – SR**

19. ACBs are outfitted with a pontoon-based lighterage system that is beyond its service life and operable only in calm sea states. The Improved Navy Lighterage System (INLS) will bring significant improvements at considerably lower life-cycle costs, and will enable Maritime Prepositioning Force and Logistics Over the Shore operations in environments greater than sea state 2. In 2002, we completed the conceptual design and at-sea testing for INLS. We must

continue to make significant progress on this crucial program, awarding the contract for INLS this year and ensuring this vital operational capability is fully fielded by 2010.

- **Award INLS contract – May 03**
- **Operational Evaluation: Summer 2005; Fielding of units - 2006 through 2010**
- **Headquarters Lead – SSPO**

Safety

20. This list of objectives starts and finishes with people. We will provide a safe work environment by integrating Operational Risk Management in accordance with the Army Corps of Engineers Safety & Health Requirements Manual (EM-385) across all business lines. By August 03 we will implement the process improvements developed by our E-NET Construction Safety and Public Works Safety working groups, which are to select contractors with proven safety records, and to ensure safety is part of all contract delivery vehicles. We will aggressively support the NAVOSH strategic plan by fielding a Navy-wide ergonomics course by June 03 and authoring OPNAV guidance on fall protection by November 03. We will produce an instructional video on safe mobile crane operations by December 03. To improve the safety of weight handling equipment in general, we will roll out a Certifying Official training course in May 03.

- **Completion – Continuous**
- **Headquarters Lead – CHE**

<https://navfacilitator.navfac.navy.mil/sf/default.htm>